MANITOBA

ANNUAL REPORT

1984

Manitoba
Civil Service
Commission

MANITOBA

MINISTER OF LABOUR

WINNIPEG
R3C 0V8

Her Honour
The Honourable Pearl McGonigal
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I present herewith the Sixty-seventh Annual Report of the Manitoba Civil Service Commission for the year ended December 31, 1984.

Respectfully submitted

Al Mackling
Minister Responsible for
The Civil Service Act

MANITOBA
CIVIL SERVICE COMMISSION
935 — 155 Carlton Street
Winnipeg, Manitoba
R3C 3H8

The Honourable A.H. Mackling
Minister Responsible for
The Civil Service Act
343 Legislative Building
Winnipeg, Manitoba
R3C 0V8

Sir:

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the Minister Responsible for administration of The Civil Service Act, the 67th Annual Report of the Manitoba Civil Service Commission.

This Report covers the year ended December 31, 1984 and includes a review of the Commission's activities for that period.

Respectfully submitted

E.A. Poyser
Chairperson

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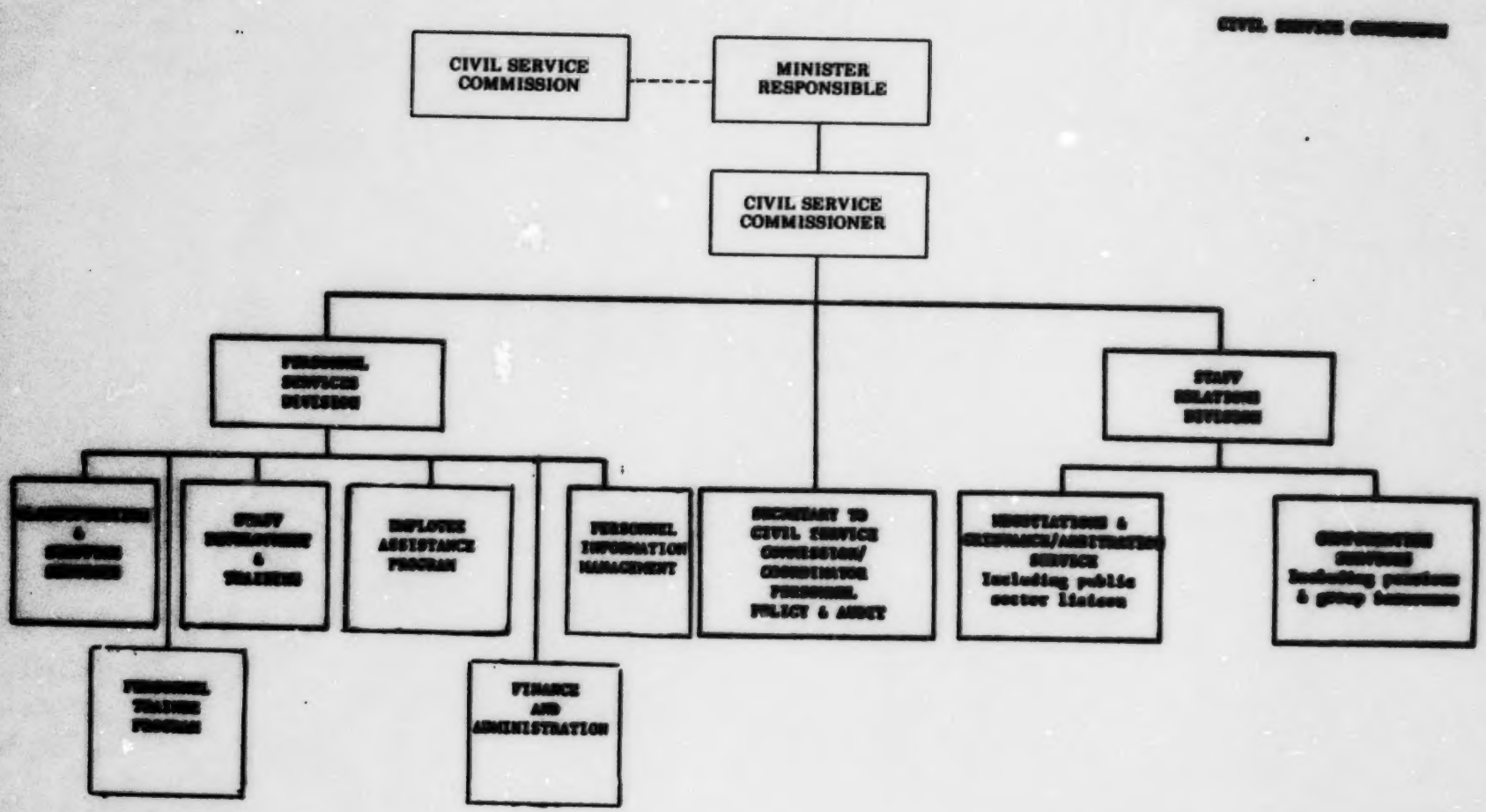

CIVIL SERVICE COMMISSION
MINISTER RESPONSIBLE
CIVIL SERVICE COMMISSIONER
PERSONNEL SERVICES DIVISION
STAFF RELATIONS DIVISION
STAFF DEVELOPMENT & TRAINING
EMPLOYEE ASSISTANCE PROGRAM
PERSONNEL INFORMATION MANAGEMENT
SECRETARY TO CIVIL SERVICE COMMISSION/ COORDINATOR PERSONNEL POLICY & AUDIT
NEGOTIATIONS & GRIEVANCE/ARBITRATION SERVICE Including public sector liaison
PERSONNEL TRAINING PROGRAM
FINANCE AND ADMINISTRATION

CIVIL SERVICE COMMISSION
FUNCTIONAL ORGANIZATION

Civil Service Commission

Administers The Civil Service Act, acts as an appeal body under the provisions of The Civil Service Act, and reports to the Legislature through the Minister Responsible on the status of personnel management in government.

Civil Service Commissioner

As Deputy Head, manages the effective development and delivery of a comprehensive personnel management service consistent with the terms of The Civil Service Act, initiates the development and formulation of government personnel policy and advises and informs the Minister Responsible on all aspects of personnel administration.

Personnel Policy and Audit

Ensures the identification, development and communication of consistent and equitable personnel management policies and procedures, monitors and reviews personnel management programs and practices within government, facilitates the development and achievement of Civil Service Commission Program Objectives and provides administrative support and consultation to the Civil Service Commission.

Personnel Services Division

Responsible for the development and delivery of Personnel Management programs and services to departments through specialist branches.

Classification and Staffing

Ensures the development and maintenance of the staffing and classification programs of the Commission including organizational analysis, staff complement analysis, and human resources allocation and utilization.

Employee Assistance Program

Develops and implements programs and services related to providing assistance to individuals who are experiencing personal and/or health related problems.

Staff Development and Training

Responsible for increasing individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the Manitoba Civil Service.

Personnel Information Management

Ensures the appropriate development, utilization and confidentiality of personnel management information within the civil service through the development and administration of the necessary policies, procedures, systems and capabilities.

Finance and Administration

Provides internal support systems (including finance, personnel, administration, accounting systems and communications/public relations) common to and required by all branches of the Civil Service Commission.

Personnel Trainee Program

Consists of a formal program of rotational job assignments and specialized training designed to provide trainees with a comprehensive background and exposure to all aspects of professional personnel management within the public sector.

Staff Relations Division

Represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Negotiations and Grievance Arbitration Services

Acts as agent for the government in collective bargaining and grievance arbitration processes. Implements and administers collective agreements.

Compensation Services

Develops, recommends and interprets government compensation policies and provides compensation and benefits research and liaison with other public and private sectors.

Pensions and Group Insurance

Serves as the government's consultative body on matters concerning pension plans, group insurance and selected employee benefits.

Public Sector Liaison

Provides liaison and consultative services within the Manitoba public sector.

ANNUAL REPORT

CIVIL SERVICE COMMISSION

INTRODUCTION

This annual report covers the activities of the Civil Service Commission for the calendar year 1984, and is submitted in accordance with subsections (1) and (2) of Section 60 of The Civil Service Act.

Detailed accounts of the functions and programs of each area of the Commission are provided in the body of this report. The following are brief summaries of some of the major program highlights during 1984:

COLLECTIVE BARGAINING

Significant activity in the area of collective bargaining was initiated during 1984 with the expiration of the majority of civil service contracts September 28, 1984. Negotiations were commenced with the Manitoba Government Employees' Association (Master Agreement and nine sub-component agreements), the Manitoba Association of Crown Attorneys, the Manitoba Medical Association, the Legal Aid Lawyers Association, and the Organization of Professional Engineers employed by the Province of Manitoba. Contract talks were well under way with all groups by the end of 1984 and it is not anticipated that settlement will be achieved until some time during 1985.

PRIORITY STAFFING MEASURES

Significant effort was directed by the Civil Service Commission toward the implementation of priority staffing measures during 1984 in order to deal with the retraining and/or redeployment of some 89 employees whose positions had been affected as a result of the 1984/85 Estimate Review process. As at the end of 1984, the large majority of employees had been placed in redeployment and/or retraining opportunities as a result of a co-operative effort among the Civil Service Commission, the M.G.E.A. and departmental management.

CONFLICT OF INTEREST POLICY

Effective March 1, 1984, following consultation with the Manitoba Government Employees' Association, the Government approved and issued a Conflict of Interest Policy and guidelines for Manitoba Government employees. A brochure outlining the Conflict of Interest Policy and the expectations placed on employees with respect to this Policy was developed and communicated to all employees of the Manitoba Government. Following a period of initial implementation, a review of the administration of the Policy has been undertaken by Civil Service Commission staff with recommendations made regarding its continued development, refinement and administration within the government service. The Policy also provides an appeal mechanism to the Civil Service Commission for employees who dispute a decision of the Deputy Minister regarding the

application of the Conflict of Interest Guidelines.

AFFIRMATIVE ACTION POLICY

The Civil Service Commission continued to serve as a key resource in support of the Affirmative Action Policy during 1984 with major emphasis directed toward the orientation and training of departmental affirmative action co-ordinators and members of the joint union/management committees established in each department. During the past year, the ongoing role of the Civil Service Commission has been clarified regarding the further development, implementation, maintenance and monitoring of affirmative action plans within the civil service. In addition, approval was obtained to proceed with self declaration and identification by target group members applying for employment within the civil service. The foregoing will be complemented during 1985 with a computerized recording and retrieval system to monitor and track this information.

SENIOR OFFICER CLASSIFICATION REVIEW

During 1984, a Senior Officer Review Committee consisting of an outside Chairperson, and three senior Deputy Ministers was established to formulate recommendations to Treasury Board to resolve classification inequities identified within the Senior Officer Series. The results of this Review covering some 230 positions is expected to be finalized and forwarded to Treasury Board early in the new year.

EMPLOYEE ASSISTANCE PROGRAM REVIEW

During 1984, Joint Council directed the creation of a Union/Management Sub-committee to review, evaluate and recommend program modifications to the Government's Employee Assistance Program. This review was well under way during 1984 and it is anticipated a report on findings and recommendations will be available for review and implementation early in 1985.

EMPLOYMENT AND PROGRAM TRENDS

Throughout this report, the comparison of statistics and levels of program delivery are provided on a yearly basis. Some of the highlights of these trends and statistics for 1984 are:

Total employment of 17,059 in 1984 as compared to 16,494 in 1983. The total employment includes all categories of employment including casual, as if and when and contract employees. A change in payroll reporting systems does not allow direct comparison of civil service and term employees to previous reports.

Increase in the number of competitions from 437 in 1983 to 641 in 1984.

18,404 applications for 641 competitions in 1984 as compared to 19,748 applications for 437 competitions in 1983.

A decline in the average number of applications per competition from 45 in 1983 to 29 in 1984.

MANITOBA CIVIL SERVICE COMMISSION

E.A. (Ted) Poyser	-	Chairperson
Paul I. Hart	-	Civil Service Commissioner
Shirley Bradshaw	-	Member
James W. Hartry	-	"
William Michaluk	-	"
Beverly Suek	-	"
Michel Lagacé	-	"

During 1984, the Commission Board maintained the full membership as provided under The Civil Service Act.

The Board continued the practice initiated in 1983 of providing written reasons for matters determined on appeal where, in the opinion of the Board, written reasons were considered necessary to outline the basis of a decision given on appeal or to provide guidance with respect to issues presented to the Board on appeal. The Board also continued its practice of conducting a policy review overview and presentation of recommendations to the Minister Responsible for The Civil Service Act.

ADMINISTRATION OF THE CIVIL SERVICE ACT

The Civil Service Commission established under Section 4(1) of The Civil Service Act, is responsible for applying and carrying out the provisions of The Civil Service Act and functions as an appeal body pursuant to the provisions of the Act. The Commission is also responsible for advising the Minister Responsible for The Civil Service Act on problems concerning personnel administration.

The Commission carries out its functions and responsibilities through the staff organization outlined in this report.

The Civil Service Commission Board, consisting of citizen and government members, acts as an appeal body with respect to all appealable matters emanating from employees not covered by the provisions of a collective agreement, all appeals with respect to position reclassification, and selection appeals with respect to both bargaining unit and excluded positions.

The Board, in addition, conducts classification review hearings of management originated reclassification requests and hearings regarding disputes concerning matters related to administration of the classification plan. During 1984, the Commission was designated as the body to hear appeals under the Conflict of Interest Guidelines for Manitoba Government Employees.

In addition to the appeal function, the Board administers The Civil Service Act, Regulations and Policy on the basis of matters submitted to the Board by Commission staff or delegated by the Board to Commission or departmental management. The Board also carries out its advisory role in consultation with Commission staff, including recommendations to the Minister Responsible for The Civil Service Act.

Major issues reviewed during 1984 included:

- Implementation of the Government Affirmative Action Policy
- Impact of technological change
- Conflict of Interest Policy
- Over Range Pay Determination Policy
- Retraining/Educational Leave Policy
- Classification Audit Program

In the course of reviewing matters submitted to the Board during 1984 as staff presentations or matters considered on appeal, the Commission noted the increasing complexity of the classification plan and the potential impact of technological change, affirmative action policies, and organizational restructuring on the classification plan. The Board recommended that efforts of Commission staff to respond to such changes be continued.

Minutes of meetings of the Civil Service Commission indicate that the Commission has applied and carried out the provisions of The Civil Service Act with respect to staffing, classification, pay and benefits administration, development and training, staff relations, special programs, personnel audit, employee appeals,and general problems concerning personnel administration.

CIVIL SERVICE COMMISSION

1984

Civil Service Commission Meetings	22
Appeals Received	32
Appeals Not Accepted	1
Appeals Withdrawn	9
Appeals Pending	3
Appeals Heard	20
Appeals Granted	3
Appeals Denied	17

TYPES OF APPEALS

	Initiated	Not Accepted	Withdrawn	Pending	Granted	Denied
Classification	12		1	2	1	8
Selection	11		7	1	1	2
Classification Dispute	6					6
Benefits Administration	2		1		1	
Dismissal	1					1

REVIEW HEARINGS

Classification Reviews	--
Selection Dispute	--
Benefits Administration	--

PERSONNEL POLICY ADMINISTRATION

Educational Leave	16
Special Merit Increment	9
Additional Remuneration	23
Employment Over Age 65	--
Indefinite Suspension	--
Extension of Sick Leave	1
Compulsory Medical Retirement	--
Salary Adjustment	--
Over Range Pay Determination	32
Establishment of Probationary Period	--
Leave of Absence	1
Class Specifications/Series Reviews	8

PERSONNEL POLICY AND PROGRAM REVIEWS

Report - Core Area Clerical Project	- reviewed
Written Examinations - Translators	- approved
Technological change and Job Classification	- reviewed
Feasibility Study - Amalgamation of Administrative Support Group	- reviewed
Classification Audit Program	- reviewed
Conflict of Interest Policy	- reviewed
Over Range Pay Determination Policy	- approved
Affirmative Action Amendments	- approved
Strategic Program Overview	- reviewed

REVIEWS DIRECTED

Health and Social Development Specialist Series

Community College Instructor Series

CIVIL SERVICE COMMISSION - COMPARATIVE ANALYSIS

	1980	1981	1982	1983	1984
Civil Service Commission Meetings	19	21	23	31	22
Appeals Received	35	38	44	38	32
Appeals Not Accepted	2	3	--	--	1
Appeals Withdrawn	5	5	9	15	9
Appeals Pending	--	1	--	1	3
Appeals Heard	28	29	35	22	20
Appeals Granted	4	10	7	1	3
Appeals Denied	24	19	28	21	17
Classification Review Hearings	2	4	8	2	--
Classification Reports Requested	--	2	5	2	4

	1980	1981	1982	1983	1984
Personnel Policy Administration					
Educational Leave	9	25	12	2	16
Special Merit Increment	9	8	16	7	9
Additional Remuneration	6	4	7	23	23
Employment Over Age 65	4	2	--	--	--
Indefinite Suspension	2	6	--	--	--
Extension of Sick Leave	2	1	2	--	1
Compulsory Medical Retirement	-	2	--	--	--
Salary Adjustment	4	1	2	--	--
Over Range Pay Determination	16	12	28	37	32
Establishment of Probationary Period.	1	1	--	--	--
Leave of Absence	6	-	1	--	1
Other	2	-	--	--	--
TOTAL	61	62	68	69	82

DELEGATION OF RECRUITMENT AND SELECTION TO DEPARTMENTS

Department	Initial Delegation	Amendment to Delegation	Extension of Delegation
Labour	April 1/80		to April 1, 1985
Municipal Affairs	March 1/80		to March 1, 1985
Agriculture	March 1/80		to May 1, 1985
Community Services	April 1/80		to September 1, 1985
Northern Affairs	April 1/80		to April 30, 1985
Education	May 1/80	Lapsed May 1/84	
Health	May 1/80		to May 1, 1985
Man. Health Serv. Comm.	July 1/80		to July 1, 1985
Government Services	Oct. 1/81		to January 31, 1987
Finance	Nov. 1/82		to November 1, 1985
Attorney-General (non-legal positions)	May 1/83		to May 1, 1986
Energy and Mines	May 1/83		to April 30, 1985
New Delegations			
Employment Services and Economic Security	Sept. 1/84		to September 1, 1985
Crown Investments	July 1/84		to July 1, 1985
Workshare Agreements			
Attorney-General		Lapsed May 1/84	
Co-operative Development		Lapsed	
Fitness, Recreation & Sport		Lapsed	
Environment, Workplace Safety and Health	Dec. 1/84		

PERSONNEL POLICY AND AUDIT

The Secretary to the Civil Service Commission functions in a dual capacity and provides for the management and administration of all matters referred to or directed by the Civil Service Commission Board.

The Secretary, Civil Service Commission, participates as a member of the Departmental Executive Committee which co-ordinates the preparation of the Commission budget and estimates, oversees the strategic planning process of the Department and supports the policy development and recommendation functions of the Commission.

This function acts in a coordinating and consultative capacity to Commission staff and to the Civil Service Commission Board and develops or administers programs and strategies designed to support the following responsibilities:

- Coordination of the development, review and communication of personnel management policies, procedures and programs under the provisions of The Civil Service Act.
- Provision of policy recommendations, consultation and advice to the Civil Service Commission Board.
- Review and evaluation of personnel management programs in government on a joint consultative basis with individual departments of Government.

During 1984, an internal committee was created to review personnel and payroll administration, documentation,and procedures within the Commission and departments and to define the standards and criteria for personnel management actions, including policy and procedural requirements. The work of the internal committee was ongoing at the end of 1984 with a final report scheduled for 1985.

Complementing the above review, a comprehensive review of the existing regulations under The Civil Service Act was undertaken during 1984 for completion during 1985.

The development of personnel management policy and procedural guidelines continued during 1984 and included the publication in the personnal manual of revised over range pay determination and educational assistance policy guidelines, a new sexual harassment guideline and administrative procedures for the government conflict of interest policy.

During 1984, this function continued its responsibilities for providing policy recommendations, consultation, and advice to the Civil Service Commission Board. The complexity and variety of matters submitted to the Board on appeal is reflected in an increasing number of selection appeals and requests for the Board to hear appeals on matters such as dismissal and benefits administration during 1984.

The activities of the Commission Board are outlined in the appropriate sections of this Report.

PERSONNEL SERVICES DIVISION

This division is responsible for the development and delivery of personnel management programs and services to departments of government through specialist branches.

CLASSIFICATION AND STAFFING BRANCH

This branch is responsible for ensuring the development and maintenance of the staffing and classification programs of the Civil Service Commission including organizational and staff complement analysis, and the allocation and utilization of human resources. Branch programs are developed on the basis of providing a developmental and consultative service to departmental management and the personnel community. Specific emphasis is placed on the provision of programs and services to managers to enable them to carry out their personnel management responsibilities.

The staffing delegation program was continued during 1984. Delegation to the department of Community Services was expanded to include the Corrections Division. The Departments of Crown Investments and Employment Services and Economic Security were added to the departments with delegated staffing authority. In addition, a workshare agreement was arranged with the Department of Environment Workplace Safety, and Health, to assist the department to implement the procedures necessary for full delegation. The selection competition audit program continued with 190 audits being carried out during 1984.

A total of 641 competitions were held in 1984, an increase from the 437 held in 1984. For these competitions there was a total of 18,404 applicants for an average of 29 applicants per competition.

The branch has continued co-operation with the Winnipeg Core Area Training and Employment Agency, Department of Education to assist core area residents in obtaining employment. During the year, 27 residents have been placed with the civil service and 9 residents with the Federal Government and in the private sector. Through the priority staffing arrangement, qualified core area residents have been placed in a number of entry-level positions in the civil service in the Winnipeg area.

Following the 1984/85 estimates review process, some 89 civil service employees were advised that their positions were redundant and that they may be subject to lay-off at the end of September, 1984. A Priority Staffing Program co-ordinated by this branch in co-operation with the department and the Manitoba Government Employees' Association resulted in the employees being redeployed into alternate employment situations and successfully avoided the necessity of any lay-offs. A Civil Service Retraining Program was made available in conjunction with the Priority Staffing Program to assist affected individuals to gain new skills that would facilitate their redeployment. Several employees have entered this retraining program with specific employment objectives having been identified for completion of the training.

The branch continued the review of the classification system during 1984. Ten series were reviewed with a further 29 reviews being planned for 1985. Reviews occur when there has been a significant change in a series as a result of such factors as technological change, changes in government programs, or organizational changes. For series specific to one department, commission staff work in conjunction with the personnel services section of that department in developing a revised series. A series review may also be initiated when classification activity indicates that the existing standards are obsolete or require change.

Research was undertaken to assess the impact of the Government's Affirmative Action Policy on the classification system and to identify any structural problems with existing class standards which may restrict appropriate affirmative action thrusts. In addition, classification standards are being reviewed in order to ameliorate systemic barriers found within the present employment system to provide the affirmative action target groups easier access to employment within the Manitoba Civil Service.

As part of the affirmative action program, the Commission provides affirmative action declaration forms for applicants using the regular Commission Application for Employment Form, or who submit a separate resumé to any competition.

As one of its responsibilities, the branch assists departments in the training of personnel staff. During 1984 two departmental personnel staff were seconded to the Commission for on the job training and experience. This program will be continuing during 1985.

EMPLOYEE ASSISTANCE PROGRAM

The primary objective of the Employee Assistance Program is to provide assistance to individuals employed by the Province of Manitoba who are experiencing personal and/or health related problems. Assistance comes in the form of assessing the nature of the problem and making the appropriate referral to a community resource to help with its resolution. Program staff perform their functions in consultation with departmental management, the various employee associations, and client employees. The Employee Assistance Program is based on the philosophy that health and satisfaction with employment are significant factors which impact on productivity, attendance, staff morale and labour relations within our employee population.

The year 1984 can be characterized as a year of change for the Employee Assistance Program. It was recognized early in 1984 that there was a need to evaluate the Employee Assistance Program. As a result of this identified need, the Joint Council Employee Assistance Program Advisory Committee was established March 7, 1984. The Committee is comprised of representatives from the Manitoba Government Employee Association and the Civil Service Commission.

As a result of the Committee's work in 1984, changes have taken place in the program. A few of the more significant changes include:

- A new policy and procedural statement has been written.
- Elimination of the mandatory component of the program. All persons coming to the program will now be self-referrals or informal referrals (program recommended to them).
- Follow-up on individuals will no longer take place through the workplace but will now involve contact only with the employee in a confidential manner.

To help facilitate and implement these and other changes, the committee has developed a one day workshop targeted for managers, supervisors and union personnel. The workshop will explain the purpose of the Employee Assistance Program and how it works. Pilot workshops were conducted in 1984 with still more to come early in 1985. Once the workshop development is complete, it will become a regular course offering available to all departments.

The program's main objectives for 1985 include; communicating the value of the Employee Assistance Program along with its changes to all government employees and working toward finding a neutral, more confidential location for the program.

An additional responsibility of the Employee Assistance Program is the co-ordination of vision examinations for all employees required to work on a Video Display Terminal for twenty-five percent or more of the normal work week. During 1984, 285 vision examinations were conducted with no significant eye disorders being cited. The research available to date indicates that any adverse effects on the vision of Video Display Terminal operators is

negligible. The Employee Assistance Program continues to provide counselling and information to pregnant Video Display Terminal operators and to date there has been satisfactory reassignment of pregnant employees where this has been requested.

"Operation Kick-It", the smoking cessation program, was again successfully offered in the fall of 1984 and because of its success will be offered in 1985.

Program Changes

During 1984, as the result of re-organization within the Civil Service Commission and the appointment of an Affirmative Action Co-ordinator for the government service, the functions of the Career Development Program and the office of Equal Employment Opportunity were re-allocated.

The functions of the Career Development Program were re-assigned within the Classification and Staffing Branch. In addition resources were assigned to administration of the Government Long Term Disability Plan through the appointment of a commission staff person responsible for co-ordinating medical evaluations of applicants for the Long Term Disability plan.

The functions of the office of Equal Employment Opportunity were re-assigned within various branches of the Commission with the co-ordination of affirmative action plans being transferred to the government Affirmative Action Committee and the central Affirmative Action Committee.

DEVELOPMENT AND TRAINING BRANCH

The purpose of the Development and Training Branch is to increase individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the Civil Service.

Through staff functioning as training specialists and resource persons, the branch assists departments in improving work performance, efficiency, overall effectiveness and job satisfaction. Individual employees, work teams, and organizations participate in programs designed to improve knowledge, skills and behavioural patterns.

The branch carries out a leadership role in development and training by addressing service-wide training needs in management development, occupations that apply across the government, and common needs. The branch provides a support role to departmental resources who provide for training needs specific to a department or occupations unique to a department.

During 1984, the branch continued to focus on individual development through the regular offerings in the course calendar. In order to respond to needs identified in the changing complexity of the service, a number of additional courses were implemented. These included Problem Solving and Decision Making for managers; Affirmative Action; Management Skills for Administrative Assistants; the Performance Management series; and, Planning and Evaluation Methods.

During this period, the branch placed increased emphasis on meeting the training needs in individual departments by adapting and presenting courses to groups within those departments.

Consulting Services

Departmental requests for consulting services by the Development and Training Branch continue to increase. Generally, these demands require the Development and Training Branch to work in co-operation with departmental personnel in an effort to resolve specific training or organizational matters.

In 1984, assistance was provided to many departments including: Industry, Trade and Technology; Government Services; Agriculture; Culture, Heritage and Recreation; Community Services and Corrections; Employment Services and Economic Security; Northern Affairs; Manitoba Housing; Labour; Natural Resources; and the Attorney-General's Department.

The nature of the service varied and included such work as the design of training programs to meet a particular departmental requirement, the assessment of development and training needs within an organization, team building, the design and implementation of performance appraisal systems, organization diagnosis and the linking of special needs to outside resources. This emphasis on increased consulting services is part of a trend that has been observed in recent years and is expected to continue. The Development and Training Branch will continue to re-organize staff responsibilities and program objectives to meet this demand.

Problem Solving and Decision Making

The Development and Training Branch has established a core of certified trainers to provide this course by Kepner-Tregoe. One hundred and sixty-eight managers have taken the course in 1984 and more classes are scheduled. The fact that the trainers are drawn from senior management provides a unique opportunity for the participants to draw on expertise, knowledge and experience that is particularly relevant to the service.

Departmental Involvement in Branch Priorities

The Training Planning and Priorities Group, composed of Directors of Personnel and Development and Training Branch staff was established in 1984. Its purpose is to facilitate better communication between the branch and departments in matters relating to training. This group has been identifying and analyzing training needs and assessing evaluation mechanisms to ensure transferability of training to the workplace.

Training for Trainers

A survey has been conducted to identify the professional development needs of departmentally-based trainers. The results are being used to establish priorities for appropriate courses. The Training Resource Group, composed of both department and branch trainers has been established with the focus on professional development and sharing resources. A Trainers' Resource Manual has been developed and attendance at trainers' conferences and seminars supported. A university credit option in adult education is being explored.

Trainer Secondment

In 1984, as in the past, the Branch had a heavy involvement in the development of departmentally-based personnel to deliver particular courses. The program involves identifying, assessing and training potential trainers. These trainers are coached in course delivery and have an opportunity to present specific courses in the regular branch program. In addition to developing training skills of appropriate staff, the program also enables the re-allocation of branch staff time to consulting and other types of support and service to departments.

Affirmative Action

The Affirmative Action training program was implemented by the branch in 1984 and is a direct reflection on the need to prepare the service for the implementation of existing policy in this area. The branch is acting as a resource to departments in consulting and providing appropriate management and committee training.

Workplace, Safety and Health

The Development and Training Branch has also taken a central role in the training of the workplace, safety and health committees throughout all government departments. This training includes interpretation of the Workplace Safety and Health Act and Regulations as they apply to civil servants.

Course Calendar Orientation

One aspect of the increased thrust for branch/department interaction regarding training was a course calendar orientation day held in August. The purpose was to acquaint departmental personnel managers with the content, format and objectives of each course listed in the branch calendar. This would assist departments in their selection and support of candidates in meeting their training needs.

Government Employee Orientation

An extensive research project was undertaken to evaluate the need for an orientation package and to evaluate the effectiveness of the "Finding Your Way" program offered by the branch. The results were positive and a policy and procedure will be established in 1985.

PERSONNEL INFORMATION MANAGEMENT BRANCH

The Personnel Information Management Branch is responsible for ensuring the appropriate development, utilization and confidentiality of personnel management information within the civil service. This is accomplished through the development and administration of an effective complement of policies, procedures, systems and capabilities in co-operation with departmental personnel managers and their staff. In addition to its external mandate, the branch is responsible for providing professional information services to the department. Such services include systems consulting and development, records management and operating information support services.

The branch focuses on service delivery and responsiveness and adopts a leadership role in upgrading and improving its services in order to achieve this image. Success in the attainment of its goals is indicated by the acceptance, utilization and support of its services by departmental and civil service commission management.

In delivering its services, the branch will draw upon a high capacity for creativity and innovation, a high level of technical and anlytical skill, an in-depth knowledge of government policies and procedures, and access to its unique personnel information base.

System Development And Operation

In addition to regular maintenance, fiscal year end, and general pay increase processing, the systems group has been implementing changes required by changing personnel policies and by the new payroll system. Staff completed 34 change projects including a significant effort to upgrade information captured for dental plan eligibility.

Civil Service Commission and the Department of Finance staff co-operated on a major project to upgrade and enhance the operations of both the payroll and personnel systems. The project involved the replacement of the old payroll system as well as significant changes to the Manitoba Employee Information System (M.E.I.S.) to allow integration of the data preparation and data entry processes. This project was successfully completed and implementation took place in July, 1984. Since this time development staff have continually reviewed the new system and have responded to required adjustments and refinements. In 1985 effort will continue to upgrade the personnel-only procedures and to expand the existing training of the Commission and the Department of Finance in system planning and development.

Following the implementation of the new payroll system, operations staff focused on the review and adjustment of existing operating procedures and the development of follow-up procedures required for the new system-compare programs. In addition, effort has been focused on reviewing the operating schedule and increasing the frequency of personnel update runs. A continuation of this review and enhancement is planned for 1985.

A study of personnel information needs was conducted involving both commission and department staff. This information was carried forward into a feasibility study of various options for meeting personnel systems needs and deficiencies. The resulting proposal has been reviewed and approved with the Provincial Auditor, Manitoba Data

Services, Information Management Division/Department of Finance, and Treasury Board. A development project to improve and facilitiate access to personnel information and to ensure its integrity is expected to commence immediately in the new calendar year.

Personnel Records And Benefits Administration

This group has continued its practice of support to the various work experience programs by providing opportunities for:

- Work Experience and Placement Program from the Department of Employment Services and Economic Security.
- High School Work Experience Program.

This effort has been quite successful for the students involved,leading to job contacts and placements in both the private and public sectors.

Staff have been systematically reviewing critical work methods and procedures, suggesting changes and improvements, and developing a branch operating manual. It is expected that this manual will assist in job rotation and backup support, facilitate staff training and development, and provide a useful guide to office automation projects scheduled for 1985.

FINANCE AND ADMINISTRATION BRANCH

The Finance and Administration Branch was established as a separate branch during 1984 and is responsible for providing a comprehensive and professional level of internal support services (including finance, personnel, administration, accounting systems, and communications/public relations) common to and required by all branches of the Civil Service Commission.

Financial, Personnel And Administrative Services

As an internal administrative group, this function provides support services to commission management in the areas of budget preparation and control, financial reporting systems, internal personnel administration and other administrative support services. Staff support and advice is also provided to the Executive Committee.

During 1984, the commission established an internal workplace safety and health committee in response to the overall government policy thrust in this area.

This function is responsible for co-ordinating the development of the commission's own internal affirmative action plan and during 1985, this plan and the implementation of a department-wide performance management program will be priorities.

Communications/Public Relations

This function continued to provide staff support and advice to the Executive Committee and branch managers to enhance the communications and public relations efforts of the Civil Service Commission. Focus continued during 1984 on the development, co-ordination, publication and distribution of the employee newspaper INSIDE/OUTLOOK.

During 1984, four quarterly issues of the newspaper were published and distributed to the homes of over 16,000 employees. In addition to the regular features of long service and retirement recognition and the development and training course calendar, feature articles included:

- Conflict of Interest Guidelines for Manitoba Government Employees
- Group Homeowner and Tenant Insurance Plan
- Improved Group Life Insurance Plan
- Health and Safety
- Superannuation Benefits Improved
- How to Initiate a Reclassification Request
- All Charities Campaign
- Performance Management Series
- Looking for a New Opportunity? Be a Seconded Trainer
- Affirmative Action Update

Plans for 1985 include feature articles on departmental programs, occupations in the civil service, and profiles on senior management.

STAFF RELATIONS DIVISION

NEGOTIATION SERVICES BRANCH

The Negotiation Services Branch represents the government in all labour relations activities with its employees. These activities include the negotiation, implementation, administration and interpretation of collective agreements between the government and its various bargaining units. The branch also provides on request consultative labour relations services to a number of crown corporations, boards and agencies.

NEGOTIATIONS

This year has been a very heavy bargaining year for the branch, both within the Civil Service and on behalf of crown boards, corporations and commissions.

Civil Service Negotiations

In September 1984, the Government Employees' Master Agreement (GEMA) and nine (9) component sub-agreements with the Manitoba Government Employees' Association (MGEA) expired. During the latter half of 1984 negotiations progressed on these contracts although no agreement had been reached at the end of 1984.

Early in 1984, the parties concluded negotiations on a Long Term Disability Plan (LTD) for civil servants. This Plan was implemented April 1, 1984. It provides income protection for employees who are unable to work because of a disability.

Professional Agreements

At the end of 1984 negotiations were continuing with the four bargaining units representing professional employees within the civil service --- the Manitoba Medical Association (MMA) representing government employed physicians; the Organization of Professional Engineers Employed by the Province of Manitoba (OPEEPM); the Manitoba Association of Crown Attorneys (MACA) and the Legal Aid Lawyers' Association (LALA).

Crown Corporations, Boards, Agencies and Commissions

During 1984 first collective agreements were negotiated for five new bargaining units at the Deer Lodge Centre.

In addition, first collective agreements were negotiated on behalf of the Alcoholism Foundation of Manitoba, The Pas Human Resource Opportunity Centre and the Winnipeg Human Resource Opportunity Project. At the end of 1984, negotiations were proceeding for first collective agreements with newly certified bargaining units at Selkirk Housing Authority, ARM Industries, Portage Human Resource Opportunity Centre, Dauphin Human Resource Opportunity Centre.

Contract Administration

The branch continued its function of the administration of the collective agreements which it negotiates. This involves implementing the agreements and providing contract interpretations and administrative directives to departments and crown corporations, boards and agencies. The branch also provides consultative services to management regarding proposed management actions which impact individual employees or the bargaining unit and recommends the most effective manner in which such action should proceed.

The branch conducts a variety of educational programs for management. The objective of these programs is to familiarize managers with their rights and obligations under the collective agreement to enable them to deliver government programs in the most efficient and effective manner.

In addition, the branch maintained its responsibility for the administration of the grievance-arbitration process. This involves determining the final disposition of each grievance not resolved during the grievance procedure and representing the government on any grievance adjudicated by an arbitration board.

The branch also participated in a wide variety of labour-management consultative processes with various bargaining units. This included working with labour-management committees respecting Workplace Health and Safety, Categories of Employment, Technological Change, Video Display Terminal Review, and Redeployment.

COMPENSATION SERVICES BRANCH

Pension Improvements

This branch co-ordinates the activities of a Task Force which represents the interests of the government, as an employer, on matters dealing with pensions and group insurance for approximately 25,000 members of the Civil Service Superannuation Fund (from the government and various crown corporations and agencies). It also represents the government in discussing pensions for approximately 12,000 teachers. In 1984 The Civil Service Superannuation Act was amended to improve the final average earnings formula for pension calculation purposes (now the best six year average) and the reduction for early retirement for those aged 55 to 59 was cut in half to 3/4% for each year an employee retires prior to age 60. In addition, several other changes and improvements were made in order to have the Act comply with recent changes to The Pension Benefits Act. Discussions for changes and improvements to The Teachers' Pension Act are ongoing (some changes are expected to be implemented in 1985).

Group Insurance Improvements

Significant changes were also made to the Group Insurance Plan providing more protection and options for employees. Employees may now choose to receive coverage equal to four times their salary (previously three times was the limit). In addition, the maximum possible coverage was doubled to $150,000 which is gradually reduced after age 50. Post-retirement coverage was improved.

Long Term Disability Income Protection

Commencing April 1, 1984 a Long Term Disability Plan was instituted for all government employees. The plan provides income protection for disabled employees at 70% of their pre-disability income (maximum $1,610 bi-weekly) plus maintenance of pension contributions. The plan is self-insured by the government and is administered on its behalf by Great-West Life.

Compensation Support

Staff of the branch carry out research and analysis in support of the collective bargaining process and exchanged data with a number of local employers and employer organizations as well as with employer representatives from the federal and provincial governments.

COMPETITIONS BY DEPARTMENT

	1984
Agriculture	32
Attorney-General	39
Business Development and Tourism	6
Civil Service Commission	4
Community Services	59
Consumer & Corporate Affairs	0
Co-operative Development	2
Crown Investments	4
Culture, Heritage & Recreation	19
Education	31
Employment Services & Economic Security	26
Energy & Mines	14
Environment & Workplace Safety & Health	11
Executive Council	4
Finance	10
Government Services	60
Health	173
Highways & Transportation	60
Housing	6
Industry, Trade & Technology	7
Labour	15
Legislation	10
Municipal Affairs	5
Natural Resources	33
Northern Affairs	7
Urban Affairs	4
TOTAL	641

Comparative Total Competitions

1978	1979	1980	1981	1982	1983	1984
559	1,054	1,117	947	908	437	641

COMPETITIONS

TOTAL NUMBER OF APPLICANTS

Male	Female	In-Service	Out-Service
10,372	8,032	5,075	13,329

TOTAL NUMBER OF APPLICANTS INTERVIEWED

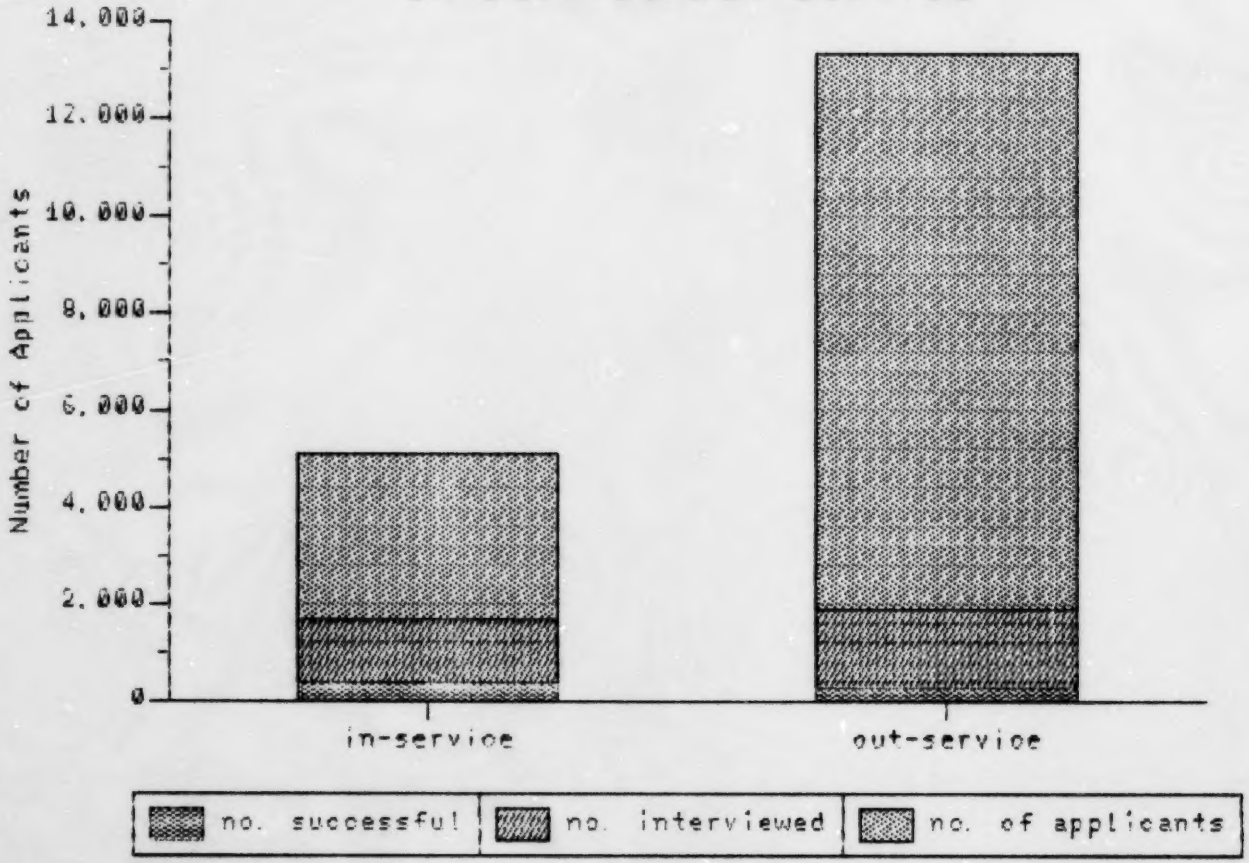
Male	Female	In-Service	Out-Service
1,791	1,783	1,675	1,899

TOTAL NUMBER OF SUCCESSFUL APPLICANTS

Male	Female	In-Service	Out-Service
322	347	366	303

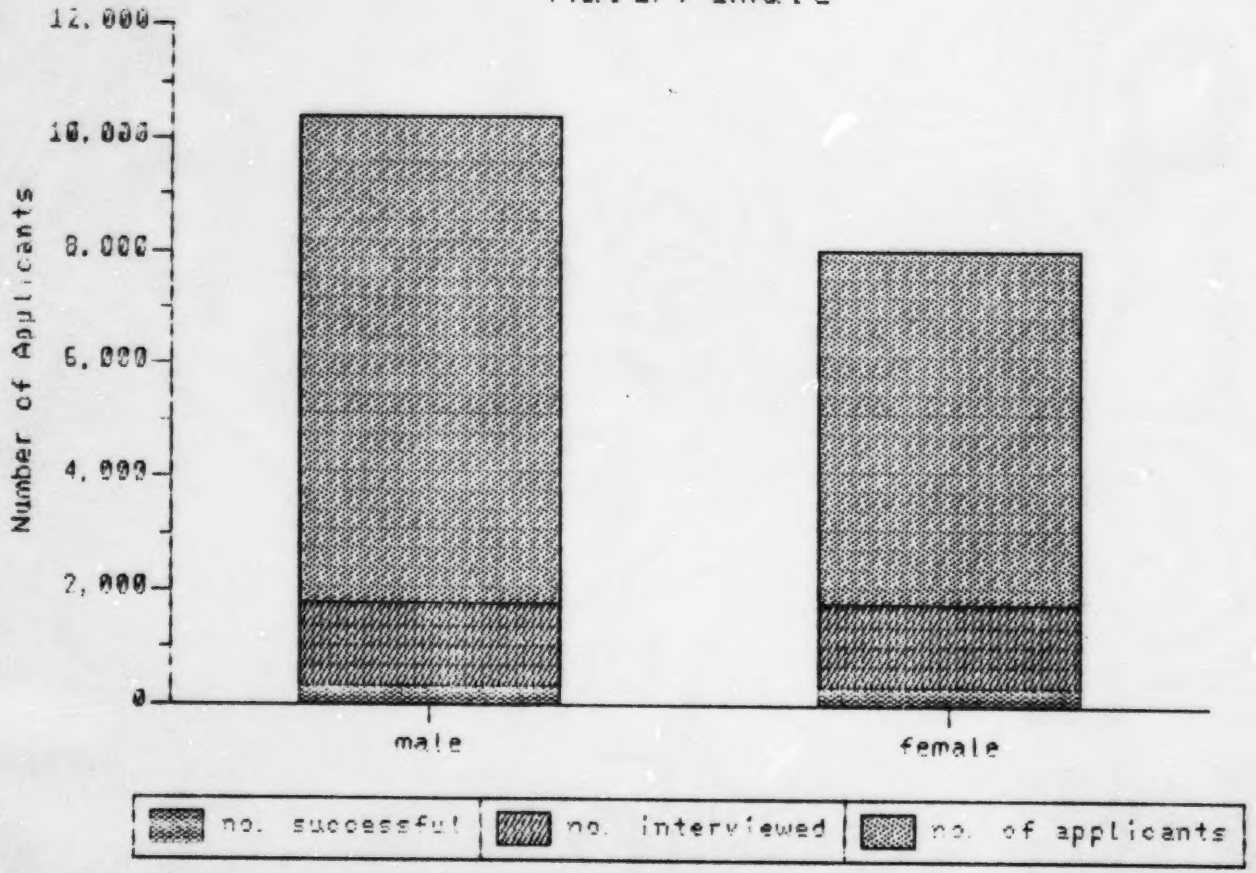
APPLICANTS BY CATEGORY

In-Service/Out-Service

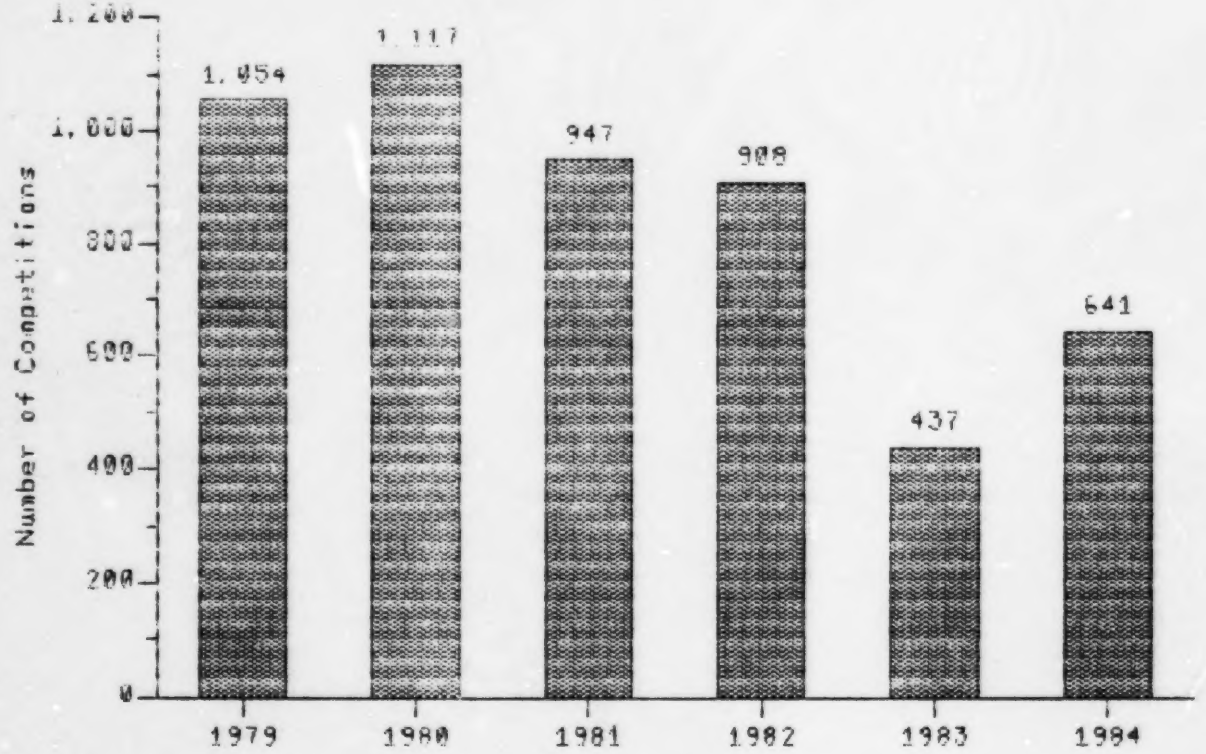


APPLICANTS BY CATEGORY

Male/Female

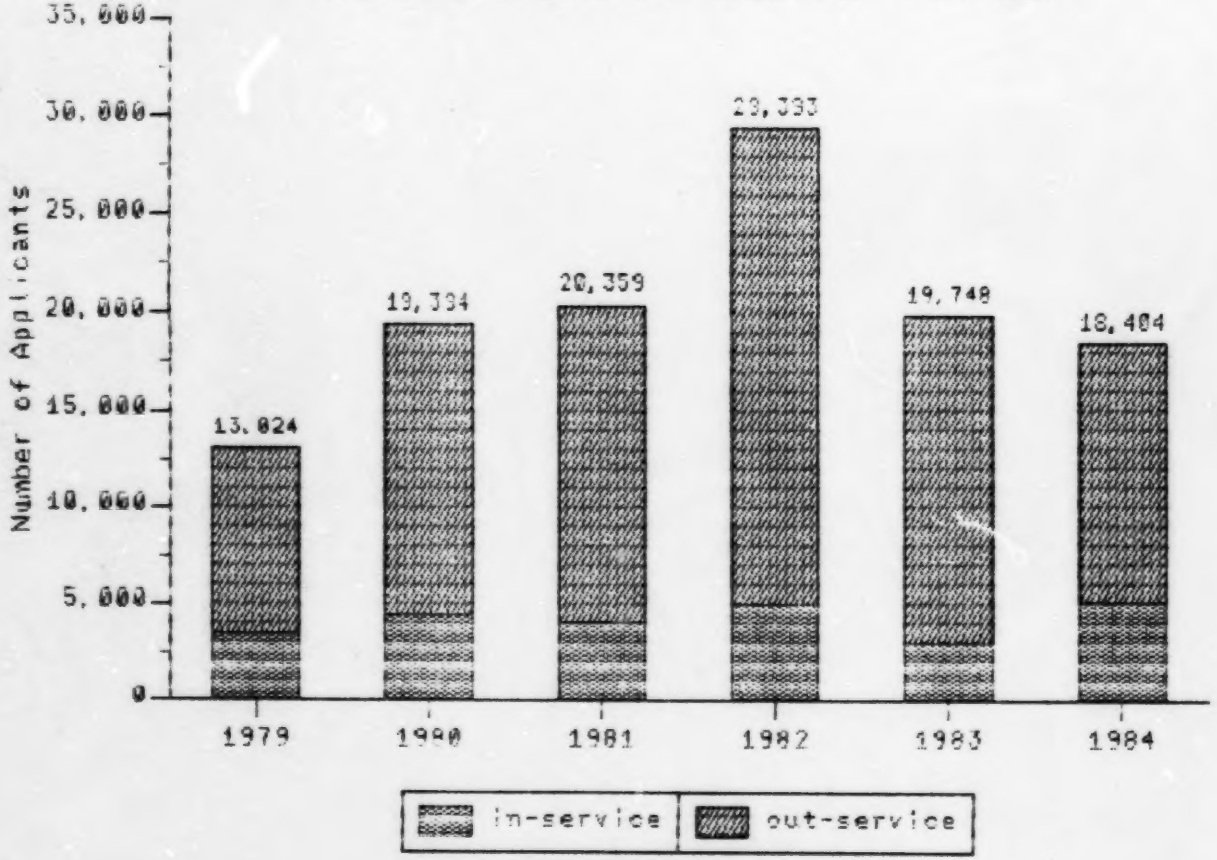


TOTAL YEARLY COMPETITIONS
COMPARATIVE TOTALS



COMPETITIONS

COMPARATIVE APPLICANT TOTALS



AVERAGE APPLICANTS PER COMPETITION

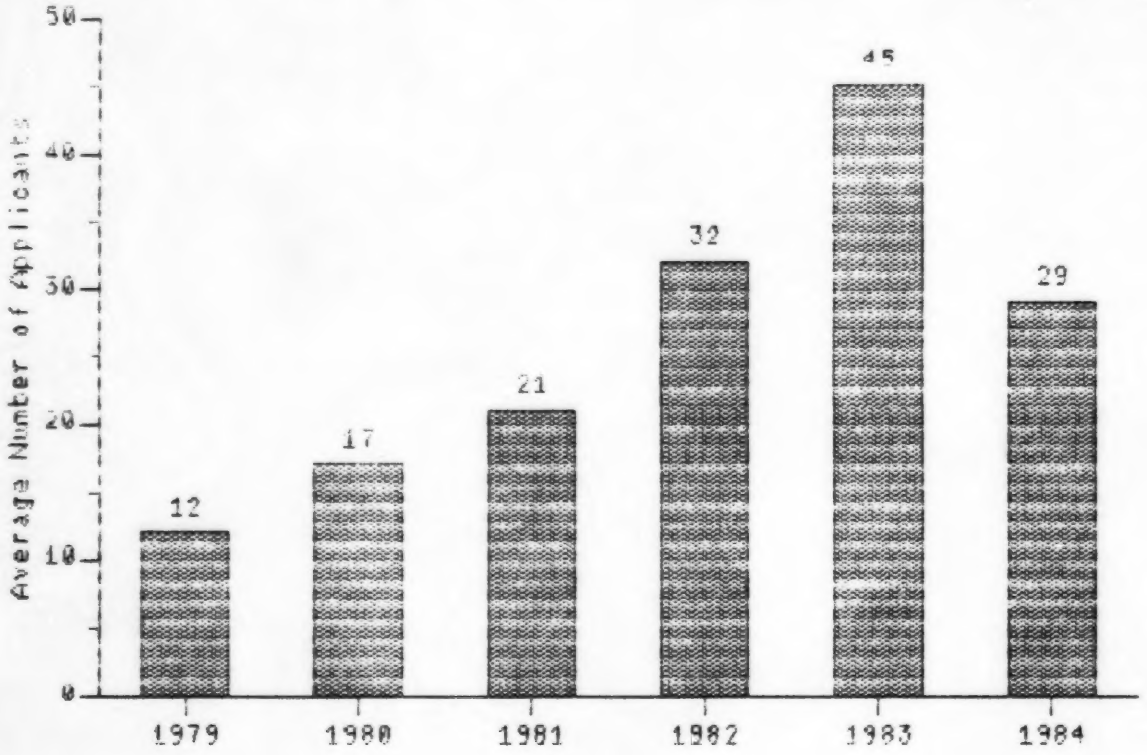


TABLE 1

EMPLOYMENT STATISTICS

Total Number of Civil Service Employees
At Year End - 1984

NOTE: Totals for 1984 were compiled from the biweekly pay period ended December 21, 1984

Department	Dec. 1981	Dec. 1982	Dec. 1983	Dec. 1984	Civil Servants in Established Job Dec. 1984
Agriculture	558	543	521	521	506
Attorney-General	826	845	862	872	832
Business Development & Tourism	-	-	-	108	84
Civil Service Commission	62	69	68	67	63
Community Services					
(Non-institutional)	1282	789	458	678	626
Manitoba Development Centre	352	318	297	709	669
Correctional Institutions	421	439	408	599	560
Consumer & Corporate Affairs	327	152	96	96	92
Co-operative Development	35	30	38	38	37
Crown Investments	-	3	6	7	5
Culture, Heritage & Recreation	135	159	284	289	257
Education					
(non-institutional)	503	557	565	597	520
Community Colleges	1018	996	972	992	836
Economic Development & Tourism	209	205	215	-	-
Employment Services & Economic					
Security	-	-	456	518	418
Energy & Mines	162	168	178	195	160
Environment, Workplace					
Safety & Health	-	-	259	263	251
Executive Council	29	61	58	66	56
Finance	307	341	362	367	358
Fitness, Recreation & Sport	60	66	-	-	-
Government Services	1120	1183	1018	1155	1095
Health					
(non-institutional)	918	1442	1437	1610	1471
Mental Health Care	837	814	796	1078	1043
Highways & Transportation	1105	1133	1103	1113	1069
Housing	-	4	71	232	181
Industry, Trade & Technology	-	-	-	115	97
Labour	381	365	217	227	214
Legislation	76	80	80	83	80
Manitoba Housing & Renewal					
Corporation	109	152	159	-	-
Municipal Affairs	272	288	288	283	281
Natural Resources	1067	1099	1079	1059	1013
Northern Affairs	104	377	108	113	104
Urban Affairs	3	16	16	20	17
	*12278	*12694	*12475	**14070	*** 12995

* This figure includes all Civil Servants and Term employees paid on a regular basis. Does not include departmental (Time Certificate or Casual), Contract, Shift, Sessional, Hourly, or if, as and when employees.

** This figure for 1984 also includes shift and Hourly Civil Servants and Term employees paid on a regular basis. This change is the result of revisions to the new payroll system.

The increase in the Civil Service and Term Employees in this chart is reflected in the decrease in the category of other Employees shown in Table 2.

*** This figure for 1984 includes shift and hourly civil servants paid on a regular basis. This change is the result of revisions to the new payroll system.

TABLE 2

COMPARATIVE EMPLOYMENT STATISITCS

All Departments	Dec. 1981	Dec. 1982	Dec. 1983	Dec. 1984
Contract Employment	111	96	80	128
Other Employees*	3881	3983	3939	**2861

*Comparative employment for Other employees paid on a time worked basis. This includes departmental, casual, sessional, and if, as and when employees.

**This figure has been changed during 1984 to reflect revisions to the payroll system. Term employees who work on a regular basis are now reflected in Table 1.

TABLE 3

COMPARATIVE EMPLOYMENT FOR ALL EMPLOYEES

Department	Dec. 1981	Dec. 1982	Dec. 1983	Dec. 1984	Notes
Agriculture	671	608	586	572	
Attorney-General	887	924	904	928	
Business Development & Tourism	-	-	-	108	2, 13
Civil Service Commission	62	69	68	69	
Community Services					
(non-institutional)	1449	934	585	792	1, 14
Manitoba Development Center	754	756	733	742	
Correctional Institutions	884	901	869	716	
Consumer & Corporate Affairs	328	152	96	96	
Co-operative Development	35	30	40	39	
Crown Investments	-	3	6	7	
Culture, Heritage & Recreation	139	166	288	295	6, 10
Education					
(non-institutional)	983	1015	1016	846	
Community Colleges	1028	1008	989	1209	8
Economic Development & Tourism	210	205	223	-	2
Employment Services & Economic Security	-	-	512	610	4, 14
Energy & Mines	162	169	179	195	11
Environment, Workplace Safety & Health	-	-	263	266	
Executive Council	29	61	58	67	
Finance	309	343	368	376	
Fitness, Recreation & Sport	60	69	-	-	
Government Services	1143	1212	1140	1178	
Health					
(non-institutional)	956	1557	1535	1691	10
Mental Health Care	1171	1175	1121	1155	
Highways & Transportation	2447	2481	2375	2390	7
Housing	-	4	71	238	12
Industry, Trade & Technology	-	-	-	118	2, 3
Labour	466	429	218	227	4, 14
Legislation	98	117	116	111	
Manitoba Housing & Renewal Corporation	145	189	200	-	
Municipal Affairs	272	288	288	283	
Natural Resources	1450	1484	1496	1580	5
Northern Affairs	129	408	134	134	
Urban Affairs	3	16	17	21	9
	16270	16773	16494	17059	

NOTES:

1. The Department of Community Services was re-organized in November 1983 and the Social Security Program, Social Security Advisory Committee and Employment Services Programs were transferred to establish the Department of Employment Services & Economic Security.

2. The departments of Industry, Trade & Technology and Business Development & Tourism were established as a direct result of the disestablishment of the Department of Economic Development & Tourism.

3. The decrease in the Department of Industry, Trade & Technology was due to the transfer of the Manitoba Bureau of Statistics to the Department of Employment Services & Economic Security.

4. The decrease in the Department of Labour was as a result of department re-organization in November 1983. The programs transferred to establish the Department of Employment Services & Economic Security included Employment Development & Youth Services Branch, Federal/Provincial Training Agreement, Immigration & Settlement Branch, Federal/Provincial Programs Co-ordination and Employment Training & Regional Services.

5. The increase in the Department of Natural Resources is due to fluctuations in departmental employment.

6. The increase in the Department of Culture, Heritage & Recreation reflects an expansion in the Lotteries Trust Account to provide additional program services.

7. The increase in the Department of Highways & Transportation reflects additional staff in the Air/Radio Services program.

8. The increase in the Department of Education is due to an increase in educational program support for Red River Community College, Keewatin Community College and Assiniboine Community College and expansion of the Core Area Affirmative Program.

9. The increase in the Department of Urban Affairs is the result of the addition of the Committee to Review the City of Winnipeg Act.

10. The increase in the Department of Health resulted from the transfer of the Manitoba Lotteries Commission from the Department of Culture, Heritage & Recreation, from the expansion of the Homecare Direct Service Program and from the addition of the Health Promotion Program, the Reproductive Health Program and the Home Orderly Service program.

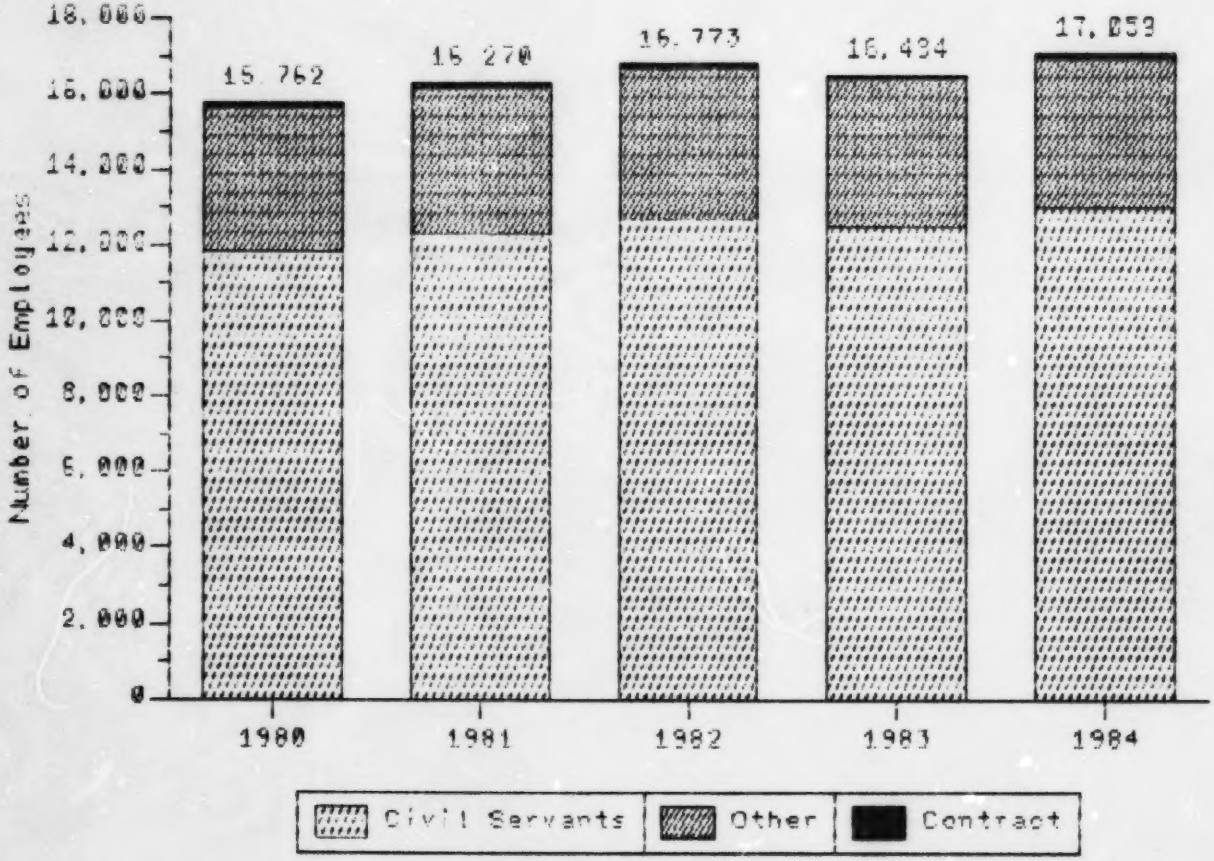
11. The Department of Energy & Mines increased due to the addition of staff years approved for the Mineral Development Agreement - ERDA.

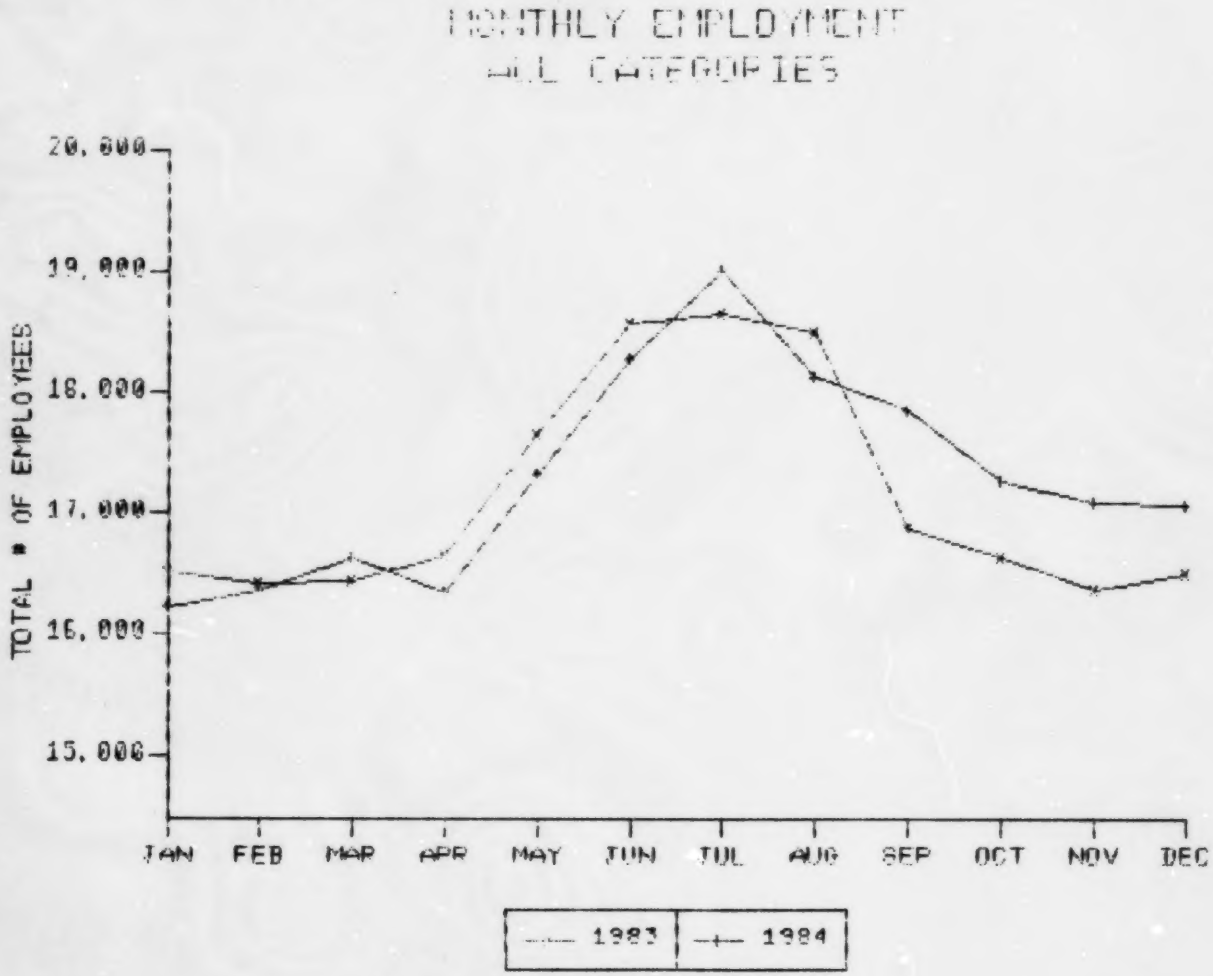
12. The increase in the Department of Housing reflects the addition of the Manitoba Housing & Renewal Corporation.

13. The increase in the Department of Business Development & Tourism reflects the addition of the Interest Rate Relief Program and the expansion of the Small Business & Regional Development program and Travel Manitoba.

14. The Department of Employment Services & Economic Security was established in November 1983 with the transfer of programs from the departments of Community Services and Labour. The department increased employment with the transfer of the Manitoba Bureau of Statistics from Industry, Trade & Technology and with the addition of the Jobs-in-Training Program, International Youth Year, Job Creation programs, New Career Contracts and new positions added as the result of establishing a new department.

COMPARATIVE EMPLOYMENT




MONTHLY EMPLOYMENT
ALL CATEGORIES
TOTAL # OF EMPLOYEES
20,000
19,000
18,000
17,000
16,000
15,000
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
1983
1984

EMPLOYEE ASSISTANCE PROGRAM

Statistics for 1980 to 1983 have been included for comparison purposes.

A. TOTAL REFERRALS:

	1980	1981	1982	1983	1984
	249	237	237	304	212
MALES:			145	171	125
FEMALES:			92	133	87

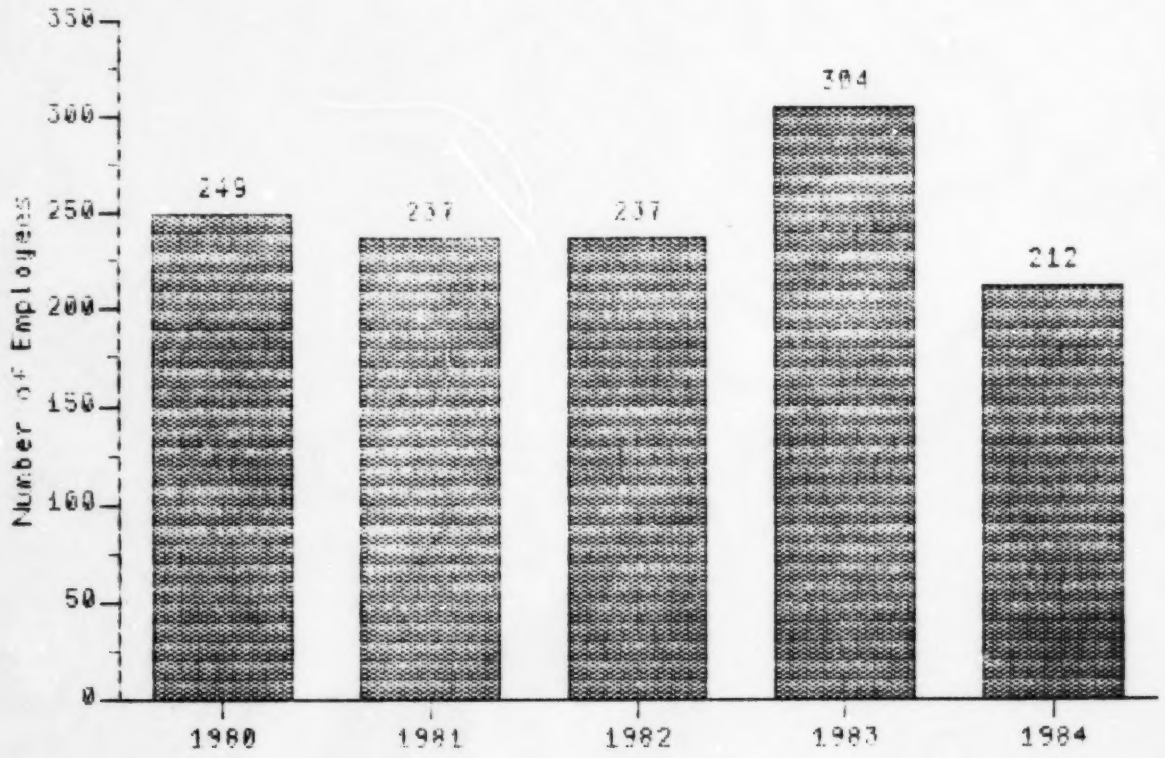
B. STATUS AT YEAR END:

	1980	1981	1982	1983	1984
Working	147	148	99	138	81
Resigned	25	20	12	10	7
Terminated	18	6	12	9	11
Medical Retirement	2	3	7	20	10
Deceased	1	1	2	1	1
Long Term Disability	-	-	-	-	2
Current Cases	56	57	105	126	100

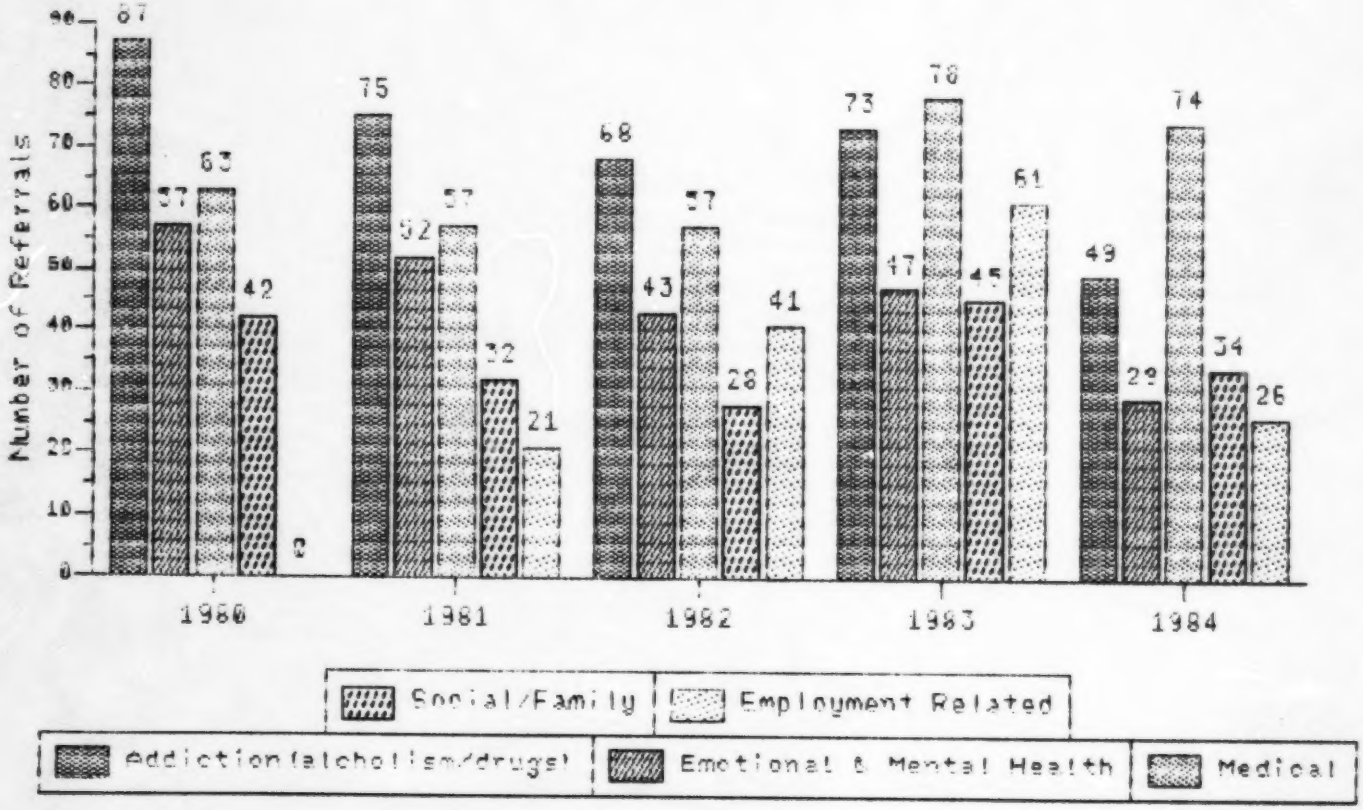
C. TYPES OF HEALTH PROBLEMS REFERRED:

	1981	1982	1983	1984
Addiction (alcoholism and/or drugs)	75 (32%)	68 (29%)	73 (24%)	49 (23%)
Emotional & Mental Health	52 (22%)	43 (18%)	47 (15%)	29 (14%)
Medical	57 (24%)	57 (24%)	78 (26%)	74 (35%)
Social/Familial	32 (14%)	28 (12%)	45 (15%)	34 (16%)
Employment Related	21 (8%)	41 (17%)	61 (20%)	26 (12%)

EMPLOYEE ASSISTANCE PROGRAM
Total Referrals



EMPLOYEE ASSISTANCE PROGRAM
Types of Health Problems Referred



DEVELOPMENT AND TRAINING PROGRAMS (1984)

COURSE	ATTENDANCE
A. Management Programs	
1. Essentials of Management	65
2. Managerial Styles	8
3. Objective Setting	57
4. Action Planning and Control	15
5. Breakthroughs in Planning and Evaluation Methods	89
6. Problem Solving and Decision Making (K.T.)	168
7. Media Relations	4
B. Human Resource Management	
1. Setting Performance Standards	61
2. Analyzing Performance Problems	25
3. Coaching and Counselling	57
4. Conducting the Performance Analysis Interview	79
5. Observing and Documenting Performance	52
6. Managing Health Related Performance Problems	35
7. Effective Performance Management	89
8. Recruitment and Selection	48
9. Staff Evaluation	30
C. Supervisory Development	
1. Supervision Basics	86
2. Supervisory Skills	64
3. Organizational Role of the Supervisor	7
D. Support Staff Development	
1. Success (Excel)	27
2. Management Skills for Administrative Assistants	49
3. Dataspan	54
E. Training for Trainers	
1. Instructor Trainer Workshop	27
2. Instructional Design	14
3. Instructional Techniques	17
	51
F. Communications	
1. Technical Writing	35
2. Written Communications	121
3. Report Writing	18
4. Basic Media	10
5. Overhead Transparencies	11
6. Slide Presentations	12
7. Dealing with the Public	284
8. Presentations	5
9. Effective Communications	18

COURSE	ATTENDANCE
G. Learning Process	
1. Learning to Learn	32
2. Interpersonal Process Recall	11
H. Records Management	
1. Record Keeping	17
2. Inventorying and Scheduling	2
I. General Skill Development	
1. Creative and Rational Problem Solving	7
2. Conducting More Effective Meetings	20
3. Negotiating Skills	51
4. Consulting Skills	11
5. Time Management	131
6. Interviewing Skills	30
7. Strategies for Effective Listening	30
8. On-being Interviewed	16
9. Resume Writing	8
10. Stress Management	97
11. Assertiveness Training	173
J. Special Courses	
1. All Charities Coordinator & Canvasser Training	210
2. Affirmative Action	28
3. Workplace Safety and Health	32
4. Behaviour Management	45
TOTAL	2727